

DEVELOPMENT ALTERNATIVES, INC.

DAI/FINNET

Contract No. 521-C-00-00-00019-00

QUARTERLY REPORT

January-March 2002

CONTRACT OBJECTIVES

USAID Haiti Economics Group:

- Strategic Objective 1: Sustainable Increased Income for the Poor
- Intermediate Result 1.2 Small and Micro-entrepreneurs Economically Empowered

In the context of USAID Haiti's Strategic Objective 1 and Intermediate Result 1.2, DAI/FINNET's goal is to facilitate the development of microfinance in Haiti to improve the financial services available to the working poor. DAI has organized its work into two principal categories, which are institution building and industry building.

EXECUTIVE SUMMARY

The period January through March 2002 represents the fourth and final quarter of DAI/FINNET's second contractual year. This period marked the handover of the project from Robert Dressen to Lloyd Freeman as COP, effective January 21, 2002. Program momentum continued uninterrupted and progress was noted on several different fronts.

On the industry building side:

- Conducted a leadership roundtable on performance standards on January 15 to present the indicators selected by the four-member Working Group and to encourage the adoption of these indicators by a larger group of MFIs.
- Conducted the first meeting of the expanded working group on Performance Standards on 5 February 2002.
- Assisted with the development of an implementation calendar to ensure the launch of COD/EHM's pilot micro health insurance product.
- Conducted three one-day training sessions on the Basic Principles of Microfinance for program staff of Education 2004, a USAID-funded project aimed at improving the quality of education and the emergence of a dynamic community of educators and schools.
- Launched the Bad Debtor's list in CARM North, with six institutions as founding members, and published the first list in March 2002.

- Arranged the visit of Laurie Liskin, Director of the HIV/AIDS Response Team (H/ART) at DAI, from March 3 to March 7, 2002 to assess ways of integrating HIV/AIDS prevention into project activities.
- Began the planning process for the second annual national conference, to be held on 24-25 April. The theme selected for this year's conference is "Knowing the Market."

On the institution building side:

- Initiated the CGAP Microfinance Curriculum in Haiti with the sponsorship of a week long training course, Fundamentals of Microfinance Accounting attended by 14 participants from 8 institutions.
- Participated in the Training of Trainers for the second CGAP course on Delinquency Management, held in Yaounde, Cameroon.
- Conducted a two-day workshop on Financial Ratio Analysis for key partners. This workshop was targeted specifically for those MFIs who are members of the Expanded Standards Working Group and included 17 participants from 10 institutions.
- Organized at USAID's request a presentation of the Fonkoze adult literacy program, which includes the adult literacy game, « Jwet Korelit La ». The literacy program is provided to all microcredit clients of Fonkoze.
- Provided additional training on operational aspects of the pilot microinsurance program to the animators of COD/EMH.
- Conducted a half-day training with FODEPE staff on the village banking methodology. The session discussed the origins of the village banking methodology, the types of clients targeted, the organizational and operational structures of the banks.

Summary of key project activities during the quarter:

FINNET Framework for Human Resources Management

As MFIs seek to professionalize and formalize, they need to become more strategic in their approach to human resource management. Given the fact that many FINNET partners are multi-service NGOs, the aspect of cultural change and institutional transformation deserve special attention.

As institutions undertake the process of segregating microfinance from other programs and adopting commercial business practices, its management must ensure that their staff understand the changing job requirements, and are able to obtain the skills needed to perform well within this new commercial orientation.

In addition, clear termination/separation policies should be put in place for staff that will be unable to meet these requirements, and recruiting strategies established to attract new staff with the right mix of technical skills.

During a follow-up trip by Alexia Latortue at the end of February 2002, a technical assistance framework was developed to define ways in which FINNET can respond to partners needs in human resource management. Five major areas of activity were identified:

1. Human resource strategy, planning and organization. This involves developing a strategy that can be integrated into the institution's overall strategic planning process and business plan. In addition, a review of the organizational chart and work processes would be conducted.
2. Human resource administration, policies and procedures. This second area of activity would entail the development of personnel manuals, job descriptions, incentives systems, work planning tools, performance appraisals, and termination/ separation policies. As part of this activity, FINNET will collaborate with the MicroStart program to complete a salary survey of Haitian MFIs, including commercial banks.
3. Human resource acquisition, training and development. Under this activity, a gap analysis tool will be developed to help MFIs identify their staff needs and to develop a recruitment strategy, including the administering of a skills tests during the interviewing process. FINNET will also help partners develop a core training curriculum for the different categories of staff (financial managers, credit officers, branch managers, etc.). Succession planning for senior management is also a crucial element of this activity.
4. Managing cultural change. This activity would involve team building exercises, working sessions with individual MFIs around operational and strategic questions, and the dissemination of case studies and other documentation on organizational culture and microfinance commercialization.
5. Strengthening Board of Directors. Training modules for new member orientation training and a continuing education for Board members will be developed. Special attention will be given to the composition of the board and their roles in the transformation process, as well their oversight function.

Demonstration of Fonkoze Literacy Game

Organized by FINNET at USAID's request, Fonkoze gave a presentation to Elzadia Washington, Gabriel Verret, and two members of the USAID Education Group. Fonkoze presented the adult literacy program component of their credit and education program, which includes the adult literacy game, « Jwet Korelit La ». The literacy program is provided to all microcredit clients of Fonkoze.

At present, Fonkoze's literacy program is composed of two modules, each of which lasts 8 weeks. In Module 1, « Alfa Base », participants learn how to recognize and sound out letters and numbers, and finally to read and write entire words. In Module 2, « Post Alfa », clients are taught business skills (how to better manage one's business).

Director Ann Hastings also presented the HIV/AIDS storyboards developed by an independent consultant, Kathy Cash. This would present the third module in the literacy program and would teach Fonkoze clients about health and wellness.

At USAID request, FINNET will provide financial support for Fonkoze to field test and finalize these modules. In the future, these materials would be made available to other MFIs in the sector.

DAI's H/ART Representative Visits Haiti Projects

Laurie Liskin, Director of the HIV/AIDS Response Team (H/ART) at DAI, visited Port-au-Prince from March 3 to March 7, 2002. The purpose of Ms. Liskin's visit were three-fold: 1) meet with the two DAI projects in Haiti and their clients to assess ways of integrating HIV/AIDS prevention into current activities; 2) review story boards on HIV/AIDS planned for use in literacy classes for microfinance clients; and 3) review ongoing HIV/AIDS activities and organizations in Port-au-Prince and identify potential partners for FINNET and Hillside Agriculture Projects (HAP).

During Ms. Liskin's trip, she met with four FINNET partner MFIs, as well as Freedom From Hunger's local service provider, CAFEM, regarding the effects of HIV/AIDS on their program. FFH is currently testing a training module for HIV/AIDS in Ghana which will be shared with MFIs in Haiti.

Ms. Liskin also met with Fonkoze regarding its HIV/AIDS storyboards. In addition, the consultant met with various health programs in Haiti such as John Hopkins, MSH, and PSI to learn more about their activities.

Among the recommended next steps for FINNET are:

1. to adapt and translate DAI's curriculum, « Microfinance and HIV/AIDS: Defining Options for Strategic and Operational Change », for training Haitian MFIs.
2. to continue discussions with USAID/Haiti about potential mission support of HIV/AIDS education among MFIs and their clients.
3. to continue to explore linkages with health programs in Haiti to provide HIV/AIDS training to communities where FINNET partners operate.
4. to continue providing technical assistance to Fonkoze for developing the HIV/AIDS module.

GENERAL ACTIVITY REPORT

Similar to previous quarters, the general activity report is divided into three parts that correspond to the three principal segments of our work. As outlined in TAMIS Document #1, they are: industry component, institution building component, and financing component. Where possible, documents generated from TAMIS are used as supporting documents to the quarterly report.

INDUSTRY COMPONENT

Information and Networking:

- **Website: www.daifinnet.com was enhanced.** The website has now been updated to reflect project staffing changes, new partners' information and current training schedule.

During this past quarter, the website received 8,197 hits and 345 visitors.

- **Roundtable on Performance Standards was held.** DAI/FINNET held its first executive leadership roundtable of the year 2002 on January 15. The objective of this roundtable was to present the performance indicators selected by the four institutional members of the Standards Working Group, and to encourage the adoption of these indicators by a larger group of MFIs.

The four working group members are already sharing their indicators on a quarterly basis, the results of which were distributed at the Roundtable. While many of the institutions at the Roundtable agreed, in principle, to the sharing of financial results, some concerns were raised regarding the comparability of the data given different institutional sizes, credit methodologies, and accounting methods.

In addition, certain institutions will need to strengthen accounting systems before they are able to calculate the indicators. Despite these reservations, six additional institutions have agreed to join the expanded Working Group.

The first meeting of this expanded working group of ten members was held on 5 February. The group agreed to share and submit performance indicators on a quarterly basis to FINNET, who will then compile the results and distribute the aggregated results among the members. The first report will be published in the coming quarter.

- **FINNET explored the use of Distance Learning.** On 28 March, DAI/FINNET met with Lunise Cerin, the Executive Director of FOHNEP (Fondation Haitienne de l'Enseignement Privé), a private Haitian NGO that aims to strengthen the Haitian education system by providing services to schools and other academic institutions.

The organization received some initial funding from USAID to constitute a distance learning unit called FAD (Formation à Distance). FAD's original objective was to produce radio broadcasts of training modules aimed at teachers and students. The unit has now expanded its level of intervention to also produce promotional/informational spots, short documentaries, radio capsules, and audio training modules for a wide range of sectors. FAD boasts a well-equipped studio and a specialized staff skilled at designing and producing radio spots. The unit also has links to a network of community radios to ensure that all broadcasts will receive broad national coverage.

Since Mrs. Cerin has worked in the microfinance sector for many years, FINNET will be able to benefit from her expertise and FAD's human and material resources, as well as its broadcast network to facilitate the exchange of information and training of field staff on microfinance. Specifically, FAD could help FINNET diffuse motivation/sensibilisation messages about microfinance, and produce training tapes with accompanying support documents for village banks clients and credit officers.

- **Meeting held with SogeSol.** Rob Dressen and Lloyd Freeman attended a meeting with Pierre-Marie Boisson, Chief Economist of Sogebank and President of the Board of Directors of SogeSol. The purpose to discuss ongoing DAI/FINNET activities. Also discussed were the issues currently facing the financial sector in Haiti.

Industry Infrastructure:

- **PAP Credit Information Exchange group ponders Expansion**

Two meetings of the Credit Information Exchange group were held in February. The first meeting was held on 6 February at the request of two institutional members (ACME and FHAF), who wanted to explore the idea of sharing a complete list of clients, rather than just bad debtors.

A lively debate ensued but no consensus was reached on this proposition. It was decided to keep the objective of the group to sharing negative information only. However, FHAF and ACME have agreed to share their client list on an informal basis with each other. Should other institutions become interested in the future, and the list becomes too sizable for one institution to handle, DAI/FINNET will be willing to step in as a facilitator.

It was also mentioned during this meeting that RDDH (Reseau de Developpement Haiti), an IT group who is trying to create the domain .ht, is interested in working on creating a formal credit bureau on the Internet. DAI/FINNET will monitor the progress of this initiative.

A second meeting was held on 27 February to consider the adhesion of the credit union CECACHE to the group. The CECACHE Director presented his request to the group, which was subsequently approved. This is the first time that a credit & savings cooperative was included in the bad debtors list in Port-au-Prince. It is also the first time that an institution is included that does not practice individual lending.

The Credit Information Exchange group in Port au Prince now numbers 11 institutions and the list now contains a total of 5,287 names.

There continues to be no progress made on the BRH's project to create a national credit bureau. This is thought to be due to management changes at the BRH and problems between the IDB and the contractor, KPMG. Market noises suggest that this initiative may be dropped by BRH.

- **External Audits**

In the last quarter, DAI/FINNET and Freedom from Hunger/MicroStart sent a questionnaire to solicit some preliminary feedback on the technical assistance provided by the two organizations to the external audit process. Responses were received from 9 of the total 11 audit firms and from all 3 of the MFIs. The majority of the respondents reacted favorably to the two preparatory workshops organized by DAI/FINNET and FFH/MicroStart in August and September 2001.

The Q&A session between the audit firms and the MFIs were deemed to be extremely useful by both parties for sharing expectations and concerns. Among the recommendations made were:

- a) that a "pre-audit" team be assembled at the onset to work with the MFI to ensure that the prerequisites do exist;
- b) that the MFIs start the selection process earlier so that technical assistance can be provided throughout the year.

The respondents also recommended that DAI/FINNET and FFH/MicroStart act as a facilitator in the discussion of the draft report between the audit firms and the MFIs. The audits are scheduled to be completed in the coming quarter.

- **Market Research**

Since the start of the project, DAI/FINNET has always been an important source of information on the sector of microfinance in Haiti. The annual census of MFIs has served as an important reference document for those interested in the sector inside and outside the country. However, the census provides only a two-dimensional snapshot of the industry.

What is lacking is a current study/assessment for Haiti that analyzes among other things the level of potential and effective demand, the characteristics of this demand, the outreach level of existing financial service providers, the types of financial products on the market, and the external socio-economic and political environment in which MFIs operate.

With the help of Alexia Latortue, in January, DAI/FINNET held a series of meetings with a range of partner MFIs, donor institutions such as the EU, IDB and UNDP, as well as local financing institutions such as FDI (Fonds de Développement Industriel) to solicit their input regarding the types of information they would like to include in the study, and existing and potential resources for the study (in the form of consultants or documentation).

DAI/FINNET will be preparing a detailed conceptual outline for an eventual study that will aim to capture the “state of the industry” at three levels : the market, the actors or institutions, and the client. It remains to be determined how the study will be eventually realized. One option is to have this activity funded by a donor consortium. No date has been set for the study to be completed.

New Product Development:

- **Micro Insurance**

DAI/FINNET and ILO/STEP met with COD/EMH to develop an implementation calendar for January and February to ensure that COD’s pilot micro health insurance product, ASPAKO, would be launched officially on March 1st.

Several training sessions were conducted during January and February in anticipation of the launch:

- Training for COD/EMH animators on the first module on risk mitigation (prévoyance), and the second module on operational aspects of the micro insurance program.
- Training to the COD/EMH accountant in Petit Goave, the site of the pilot program, to ensure proper financial management of the new product.
- The animators, in turn, provided the same training to their clients in the following month.

Due to an increased interest expressed by clients after the animators’ training, COD/EMH decided to extend the period of inscription to the micro insurance program. As of the end of March, close to 200 clients from 20 village banks have adhered to the program. The insurance will become operational after a two month observation period, i.e. May 1st.

An agreement was drafted with two health care providers in the region, Hospital Notre Dame Hospital and Bethel Clinic. The agreement with Bethel Clinic was signed in February, however, due to a recent change in management, Notre Dame Hospital decided to postpone the signing of the accord with COD/EMH.

Another hospital in the area of Petit Goave, Saint Therese Hospital, has been identified who might be interested in participating in this program. COD/EMH will pursue this option in the coming months. While having only one hospital signed on to the micro insurance program will limit the choice available to clients, it does not pose a major obstacle.

CARM:

- **Regional Partner Forums in CARM North and CARM South.** Both CARMs held a Partners' Forum in March. The topic of discussion for both meetings was Institutional Approach versus Project Approach to Microfinance. In the South, 17 persons representing 9 institutions attended the 20 March meeting. In the North, on 27 March, 9 participants from 5 institutions were present. In the South, a concrete follow-up action was mentioned which will improve the exchange of information among MFIs in the region. It was requested that the CARM prepare a more detailed directory of MFIs in the region, which will contain contact information, and also methodology, number of clients, and communities in which they operate.
- **Regional Bad Debtors' List.** A meeting was held on 23 January at CARM/North to discuss the implementation of a bad debtors list for the MFIs located in the North, Northeast, Northwest, and Central Plateau. Six institutions agreed to join as founding members : BUH, MCN FODEPE, MEDA, FHD, and Caisse Populaire Fraternité. The first bad debtors list for the North was published by the CARM/Nord on 8 March. The list will be published on a monthly basis. In the South, discussions have been started with the participating institutions to increase the frequency of publication from a quarterly to a monthly basis.

At the end of this quarter, there were 260 names on the CARM/South list and 164 on the CARM/North list.

- **Introduction to Microfinance Training.** CARM/South and CARM/North conducted the Introduction to Microfinance training for partner institutions during the month of February. In the South, 32 persons from 10 MFIs participated. In the North, 21 persons attended from MFIs, credit cooperatives, and universities.
- **Technical assistance to village banking partners.** During this quarter, the CARM representatives conducted field visits of village banking programs of MEDA, COD/EMH, FODEPE, and ACLAM. The purpose of these visits was to assess the capacity of the credit officers as well as the village bank members in order to identify their needs for further training and technical assistance. Among the issues raised were arrears management, interest rate calculation, and basic accounting.

INSTITUTION BUILDING COMPONENT

During this past quarter, DAI/FINNET's interventions focused on financial management, particularly training on basic microfinance accounting and financial analysis. This includes not only training the staff on the importance of having accurate and timely information, but also ensuring that the systems used by the institution are able to give management the information it needs. DAI/FINNET also met with all the non-bank key partners to develop a new technical assistance workplan for the year 2002.

Given the increasing level of assistance provided to Fonkoze in the past year, the institution was invited to become a Tier 1 Partner. The Partnership Agreement was signed on March 21 and a technical assistance workplan was developed in collaboration with the Director.

Three institutions have been added as Tier 2 partners this past quarter: FHAF, GTIH, and SADA. All these institutions have participated actively in FINNET industry events such as the Roundtable and have expressed an interest participating in FINNET's general trainings as well.

The section below provides a summary of the types of activities undertaken with each key partner, as well as the training seminars that were offered during Y2Q3.

Information about concrete technical assistance provided to Tier 2 Partners is also provided where applicable.

ACTIVITY	DATE	Participating Institutions
<i>Port-au-Prince Based</i>		
Fundamental Principles of Accounting	03/04/02-03/08/02	ACLAM, ACME, GTIH, FINCA, FODEPE, FONKOZE, MEDA, SADA
Financial Ratio Analysis	03/11/02-03/12/02	ACME, ACLAM, BUH, FHAF, GRAIFSI, GTIH, FONDESPOIR, FONKOZE, MEDA
<i>Overseas-based</i>		
Training of Trainers on Delinquency Management	03/25/02-03/30/02	AGIR, CAFEM, GRAFIN
<i>CARM-based</i>		
Partners Forum		
➤ CARM/South	➤ 03/20/02	➤ ACLAM, BUH, COD/EMH, CODE, FINCA, MCN, MEDA, FHD, 4 credit cooperatives
➤ CARM/North	➤ 03/26/02	➤ COD/EMH, 4 credit cooperatives
Introduction to Microfinance		
➤ CARM/South	➤ 2/20/02	➤ ACLAM, COD/EMH, FODEPE, FINCA, MEDA, MCN, CARITAS, 3 credit cooperatives
➤ CARM/North	➤ 3/27/02	➤ COD/EMH, 8 credit cooperatives

Non-Bank Technical Assistance:

- **Individual Institutional Interventions**

ACLAM

ACLAM senior and field staff actively participated in the training sessions provided by DAI/FINNET this quarter.

The draft report for ACLAM's client satisfaction survey was completed this past quarter. DAI/FINNET and ACLAM management met with the consultant to discuss the findings and to provide feedback on the draft report. ACLAM will present the final findings at the upcoming National Conference organized by FINNET.

ACLAM commenced its external audit with the firm CEGEC at the beginning of this quarter. The final audit report is expected to be received at the beginning of April.

The consultant on Solomon, ACLAM's accounting software, spent two weeks in Haiti to conduct the following three activities: (a) finalize the evaluation and resolve the problems concerning Solomon, and to reinstall the software on a new computer; (b) train ACLAM staff on the use and management/troubleshooting of the software; and (c) assist ACLAM staff in entering financial transactions from the last 5 months of the calendar year 2001, verifying trial balances, and preparing financial statements.

ACLAM bought a test version of Loan Performer to evaluate whether the system is appropriate for the institution. Hans Verkoijen, from Crystal Clear Software, Ltd., the firm that developed the portfolio software, also spent a day training ACLAM on the software in March.

ACME

In March, Hans Verkoijen made a second trip to Haiti to complete the data transfer on Loan Performer for ACME. When the software was installed in November 2001, Mr. Verkoijen completed the transfer of all active loans up to loan disbursement, but repaid loans were not entered. In addition, repayments from September 2001 onward were not transferred so the loan balance is not correct. During this trip, Mr. Verkoijen also provided training to the Senior Accountant at ACME and 4 other key users of the system.

ACME selected the firm PAGS to conduct its external audit. The institution expects to receive the audit report in early April 2002.

ACME continues to research different options for legal status to facilitate its portfolio expansion. Two possibilities are to become a development bank like SOFIHDES or a private enterprise (société anonyme). While the institution is able to access commercial loans, they would like to have the ability to access cheaper sources of funds to finance its future growth.

ACME would like to put in place a continued and structured training program for its credit officers and branch supervisors. Risk management and portfolio supervision were two areas of priority indicated by the Director. In addition, training on leadership, delegation, and time management was requested for the mid-level staff.

COD/EMH

COD/EMH continues to participate in trainings provided by DAI/FINNET at the Port-au-Prince and the CARM levels.

A new accountant was hired for the branch office in Jeremie as part of COD/EMH's plan to decentralize its accounting operations. It is expected that the accountant will participate in the next session of the CGAP Fundamental Principles of Accounting course.

COD/EMH's external audit started in February and is slated to be completed at the end of April. The audit is being conducted by the firm CEGEC.

DAI/FINNET continued to provide technical assistance to COD/EMH on its pilot health micro-insurance project in Petit Goave. See the Industry Section of the quarterly report under New Product Development for more information.

FHAF

FHAF actively participated in all the trainings provided by DAI/FINNET in Port au Prince.

Consultant Graham Perrett conducted in-depth internal controls diagnostic for FHAF from March 4-8, 2002, using the diagnostic tool that he had developed during a previous trip to Haiti. As in last time, Mr. Perrett was paired with a local consultant who could perform the necessary follow-up to ensure that the institution correct the internal controls weaknesses detected.

The two consultants also worked with FHAF to develop job description/terms of reference for an internal auditor.

FODEPE

FODEPE was invited and had agreed to become a Tier 1 Partner of DAI/FINNET during the previous quarter. A training needs assessment was completed in December 2001 and some preliminary training was provided to the credit staff at the beginning of this quarter. However, several staff changes were made during this past quarter, including at the director level, without any official announcement from FODEPE management.

Given the lack of communication about management's objectives and priorities in terms of training and technical assistance, DAI/FINNET has decided to hold off on further assistance to FODEPE until otherwise indicated by the institution. FODEPE will continue to receive invitation to the project's general training and industry-level meetings but not a complete package of technical assistance intervention.

FONKOZE

FONKOZE actively participated in all the trainings provided by DAI/FINNET in Port au Prince and is starting to actively participate in CARM events as well.

FONKOZE has purchased EMerge, a portfolio management software developed by Tenemos/DBS in South Africa. The decision was made after two FONKOZE staff visited the headquarters of Tenemos in London on a study tour.

FONKOZE separated the Port au Prince branch from its central office and moved the front office function to a building across the street. This move not only provides more space to the back office functions that become increasingly crucial as FONKOZE transforms into a formalized institution, but also minimizes the level of cash being handled at the central office for security reasons.

The institution is looking to recruit a senior accountant for its central office in an effort to strengthen its financial management function. The institution would also like to reinforce its internal control systems and put in place an internal auditor function.

FONKOZE's commercial bank application process continued. Consultant Lloyd Stevens was in Haiti during January 2002 to update and review a) the business plan/companion document for Central Bank application; b) the projection model and; c) the private offering memorandum.

MEDA

MEDA actively participated in all the trainings provided by DAI/FINNET at the Port au Prince and the CARM levels.

Several staff changes were made at MEDA this past quarter as part of the institution's consolidation/transformation process. The institution hired a new regional credit coordinator for the West Department, and created three new positions: Credit Director, Training Coordinator, and Marketing Coordinator. The Regional Coordinator for the Grande Anse is expected to move to Cap Haitien to coordinate MEDA's credit program in that region once a replacement can be found for the Grande Anse.

MEDA requested technical assistance on its accounting system, particularly intensive one-on-one training for its new accountant and revision of its accounting procedures manual. The technical assistance will be provided by AGIR.

MEDA plans to conduct training for village bank committee members on the new internal account management tools and procedures that DAI/FINNET and AGIR have developed as part of our technical assistance on internal account. A series of trainings is scheduled in the month of April and May in all the MEDA operating regions. DAI/FINNET plans to co-finance these field trainings through the Institution Building Financial Assistance Award budget line.

Commercial Bank Technical Assistance:

- **Individual Institutional Interventions**

Banque de l'Union Haitienne (BUH)

BUH has requested DAI/FINNET's help in re-establishing its Kredi Popile product on sound footing. Among the issues raised by BUH were:

1. Training for Credit Officers in credit methodology. (Moyart)
2. Upgrading of MIS from the current Excel system in order to link the different branches and improve efficiency. An IT specialist will be engaged to perform a diagnostic and to recommend an appropriate intervention. (Gabor Simon)
3. Reduction of arrears by setting procedures for workout and recovery. (Dressen/ Moyart)
4. Reviewing its strategy to strengthen its market position. (Dressen)
5. Review of BUH's business plan for expansion. (Dressen)

A detailed SOW was prepared to address these issues and two consultants (Robert Dressen and Manual Moyart) have been engaged with USAID's approval to carry out this work over the next six months.

Capital Bank

Capital Bank has sought FINNET's advice on launching of a microfinance unit. On 13 March, DAI/FINNET met with Capital Bank's recently appointed Microfinance Director, and the Director for Development and Strategic Planning, regarding the bank's plan to enter the microfinance market.

Capital has requested IDB assistance for program implementation, including costs for a market study, strategic plan development, program policies and procedures, job descriptions, operating processes and procedures, MIS, etc. Nevertheless, the Directors informed FINNET that the bank's management is committed to moving forward with this new line of business even without IDB funding.

The Bank's management is particularly concerned about MIS, internal controls, and seeks to find an efficient and cost-effective way to integrate microfinance into its existing systems and processes.

FINNET advised Capital Bank to use local resources for the market study and to bring in international experts for the aspects related to program development. It was also recommended that technical assistance on MIS be provided upfront to assure that once the program is launched, there will be adequate systems to monitor and control the portfolio. FINNET will continue to play an advisory role to Capital as it undergoes this process.

Credit Union Technical Assistance:

- DAI/FINNET attended the official inauguration of a new DID-supported credit union in Jacmel called SUCCES (Société d'Utilisation Coopérative de Crédit et de l'Épargne pour l'Epanouissement Socio-économique). The ceremony was organized by the Officers of SUCCES and was used as an occasion to introduce the Officers, Boards, and employees to prospective members and customers.
- On 21 February, DAI/FINNET met with the management team of Développement International Desjardins (DID) to discuss DID/FINNET activities to date and to explore linkages between DID partners and FINNET partners, especially in the area of savings mobilization. DID described its technical assistance approach and provided their perspective on the current situation of the credit and savings cooperatives movement in Haiti. Given DID's difficulty at finding viable cooperatives with whom to work, DAI/FINNET agreed to DID's request to add a new region to its current program of intervention.

- A summary of DID activities for the quarter ended 31 March 2002 is included in the appendix. In brief, DID is presently working in 23 sites. A range of problems have surfaced, notably there is some degree of difficulty to find qualified personnel for the cooperatives, and that secured locations are not easy to find in rural areas. However, it is noted that these difficulties are not expected to restrain the success of the expected outcome for the project.

Training and Tools:

- **Fundamental Principles of Accounting**

DAI/FINNET held a week-long training of the CGAP course « Fundamentals of Microfinance Accounting » from 4-8 March. This represents the first duplication of the course after the Training of Trainers provided by CAPAF/CGAP in Dakar, Senegal in November 2001. A representative of CAPAF, Mr. Soulémane Djobo, was present to supervise the team of Haitian trainers to ensure that the appropriate content and key messages were communicated. For subsequent trainings, DAI/FINNET will play the role of resource person for the trainers team to ensure the quality and consistency of the course.

- **Financial Ratio Analysis**

From 11-12 March, long time PRET and FINNET consultant Graham Perrett conducted a two-day workshop on Financial Ratio Analysis. This workshop was targeted specifically for those MFIs who are members of the Expanded Standards Working Group. 17 participants from 10 institutions were present.

The following key areas were covered during the workshop:

1. the type of data that a MFI needs to have available in its MIS in order to undertake financial analysis;
2. the reporting formats used to present the data in a way that would facilitate the analysis;
3. approaches to undertaking financial analysis and who uses financial analysis as a tool for decision-making;
4. how ratios are calculated and where to obtain the basic data for the calculation; and,
5. how to use ratios as interpretive tools, what the ratios mean, and how to identify potential corrective actions from the results.

The bulk of the training workshop was focused on how the ratios are interlinked, and how to interpret them as a group rather than individually. On the second day, participants worked on a four-hour case study of a fictitious MFI that required them to not only calculate the appropriate ratios based on the financial statements and portfolio reports provided, but also to identify trends and make recommendations for corrective actions based on these ratios.

Subsequent to the workshop, Mr. Perrett spent half a day with each of the participating institution to review their accounting/portfolio management system and provide recommendations for improving and strengthening their capacity to conduct financial analysis.

General Advisory Services:

This quarter DAI/FINNET staff met with, advised, or gave briefings to several diverse parties interested in microfinance. These include donors, non-partner MFIs, and technical service providers. The most substantive were:

- **SOCABANK**

DAI/FINNET briefed representatives of SocaBank on the project's scope of activities. SOCABANK is planning to launch a microfinance product and requested guidance on how to proceed. The bank expressed its keen interest to work with DAI/FINNET and asked for assistance in helping them to adequately plan to launch a program.

- **Banque Populaire Haitienne (BPH)**

A meeting was also held with BPH to discuss a renewed interest in launching a microfinance product. BPH decided to approach DAI/FINNET for assistance, having had an unsatisfactory experience with a previous microfinance program. BPH has a very basic knowledge of microfinance and are aware of what other banks in Haiti are currently doing. During the meeting, many questions were asked about the market, customer potential, product delivery and back office needs. DAI/FINNET explained the project's approach to working with partners, and discussed the fundamentals of good microfinance in Haiti.

FINANCING COMPONENT

SOFIHDES Technical Assistance:

Some progress has been made to clear the outstanding issues between SOFIHDES, USAID and several beneficiaries of MIF awards. Though the resolution is not final, USAID has assumed a more proactive role to resolve the issues.

Institution Building Financial Assistance Awards Program:

During this quarter, DAI/FINNET received the following requests for funding:

- (a) request by ACME to finance the travel expenses of Hans Verkoijen of Crystal Clear Software, Ltd.;
- (b) request by FONKOZE to fund the consulting services of Lloyd Stephens;

- (c) request by FONKOZE to fund the staff visit to London to evaluate EMerge; and
- (d) a request by MEDA to co-finance the costs of the internal account management trainings.

The total amount of these requests is approximately \$22,100, bringing the total amount expended to date at \$105,000.

FDI

DAI/FINNET met with representatives of FDI (Fonds de Développement Industriel), an independent government financing agency created by a Central Bank decree. The purpose of the meeting was to discuss the market assessment and to find out what FDI's role in the microfinance sector to date.

FDI has a financing window that could be accessed by microfinance institutions, provided they meet the eligibility criteria of the Central Bank. Currently, the Central Bank and FDI are using the CAMEL criteria to determine eligibility. To date, only a third of FDI's total available funding for microfinance has been disbursed.

In the meeting, FDI requested DAI/FINNET's technical assistance to revisit the evaluation criteria for MFIs, and to provide additional training to Central Bank personnel on how to evaluate an MFI.

DAI/FINNET informed FDI of the Standards Working Group and its efforts to improve the level of financial information available as well as the quality of this information. DAI/FINNET encouraged FDI to become implicated in the standards work to emphasize to MFIs the importance of having clear performance measures to access external funding.

PROJECT MANAGEMENT

Changeover of COP

After five years first as Chief of Party on PRET and subsequently FINNET, Robert E. Dressen left Haiti to work in the DAI Head Office in Washington DC. Rob has made a significant contribution to the growth of the microfinance industry here in Haiti. He was instrumental in the commercialization of microfinance in Haiti, working with BUH to develop the first microcredit product, Krédi Popilè, to be offered by a commercial bank in Haiti.

Encouraged by the success of this model, ACCION International and IPC subsequently entered the market with their own private microfinance subsidiary, SogeSol and Microcrédit National (MCN). In the past year, Rob also acted as a close adviser to Fonkoze in their transformation process to become a commercial bank.

Given his knowledge of the socio-political situations and the history of microfinance sector in Haiti, he was at once a clearinghouse of information and a sounding board for central bankers, government ministers, investors, and donors alike.

Using his experience as a former banker, he was able to instill a culture of professionalism and private-sector attitude among partner MFIs. To ensure that the richness of his experience is not lost to the project, Rob will continue to provide technical support to DAI/FINNET from the DAI Head Office and through periodic short-term missions to Haiti.

Personnel:

As of 31 March DAI/FINNET employed 15 people; five seniors, five juniors, and five support personnel. A local consultant, Jocelyn Viau, continues to work on a contractual basis on micro insurance. Though we attempted to engage an additional junior staff for CARM North, this effort proved problematic and was aborted during the probation period.

Results Reporting – Monitoring & Evaluation:

A separate section of the quarterly report is devoted to the statistical results of key partners. As the reporting systems of partners improve, the information in the report will be enhanced.

Budget Comments:

As of 31 March 2001, a summary of financial information pertaining to invoicing is as follows:

Contract Amount:	USD 10,307,002
Amount Obligated:	USD 3,650,000
Cumulative Amount Invoiced:	USD 2,648,087
Average Monthly Burn Rate:	USD 110,336

The burn rate has increased and is driven by the higher billing levels of DID/Desjardins as that component of the project has picked up momentum. There was also increased use of the Financial Awards by MFIs, and higher levels of international STTA for technical assistance and training.

Additionally, we expect billings to increase to an anticipated level of USD 120,000 over the next several months. After the current review of the partners' technical assistance needs with a view to enhancing and increasing the assistance, this number is expected to rise to USD 146,000. In that light, an internal DAI review of the budget is underway and should result in a request for a budget re-alignment.

TAMIS DOCUMENT INDEX

1. Major Work Plan Components
2. Partners Report
 - a. Tier One
 - b. Tier Two
3. Resource Center Activity Report
4. Action Memorandum Report
5. Cumulative Output Report
6. Training Statistics Report

PARTNER LIST
TAMIS Document # 2

TIER ONE - KEY PARTNERS

INSTITUTION	METHODOLOGY	COMMENTS
ACLAM (World Concern)	Village Banking	NGO
ACME	Individual Loans	NGO
Banque de l'Union Haitienne (BUH)	Individual Loans	Commercial Bank
COD/EMH	Village Banking	NGO
FODEPE	Village Banking	NGO
FONKOZE	Solidarity Group	NGO
MEDA	Village Banking	NGO

TIER TWO PARTNERS

INSTITUTION	METHODOLOGY	COMMENTS
Capital Bank	Individual Loans	Commercial Bank
FHAF	Individual Loans	NGO
GRAIFSI	Credit Mutuals	NGO
GTHH	Individual Loans	NGO
SADA	Individual Loans	NGO



Développement
international Desjardins

Appendix 1

DID/FINNET/DAI

au 31 mars 2002

RAPPORT D'ÉTAPE

No DID : 4456-18-13 (0229)

Rapport préliminaire

Avril 2002

TABLE DES MATIÈRES

Page

INTRODUCTION

1.0	SOMMAIRE EXÉCUTIF	1
1.1	Progression du projet en fonction du but.....	1
1.2	Évolution du contexte.....	1
1.3	Commentaires et recommandations.....	1
1.4	Priorités de travail pour la prochaine période	2
2.0	ANALYSE DE LA PERFORMANCE DU PARTENAIRE	2
2.1	Évolution des principaux indicateurs	2
2.2	Analyse de la performance	4
3.0	ÉTAT D'AVANCEMENT DU PROJET	4
3.1	Cadre de présentation des résultats.....	3
3.2	Chronogramme des activités réalisées.....	8
4.0	SOMMAIRE DES ACTIVITÉS DE GESTION	9
5.0	ANALYSE DES RISQUES	10

INTRODUCTION

Ce rapport constitue le second de la deuxième année du projet DID/FINNET. Il explique les activités du premier trimestre de l'année 2002 ainsi que les résultats obtenus au cours de cette période.

1.0 SOMMAIRE EXÉCUTIF

1.1 Progression du projet en fonction du but

Le but à atteindre en fin de projet est de se doter d'un réseau de caisses populaires autonomes, sécuritaires et rentables favorisant l'accès des particuliers ainsi que des micro et petits entrepreneurs des trois départements concernés à des produits d'épargne et de crédit adaptés à leurs besoins.

Depuis le début de l'année 2002, le travail s'est poursuivi dans les sites déjà identifiées lors du dernier rapport et des activités dans 23 sites sont présentement en cours. Divers problèmes ont été rencontrés particulièrement en ce qui a trait au recrutement de directeurs qualifiés. Aussi, lorsqu'on s'éloigne des grands centres, il devient difficile de trouver des locaux répondant aux exigences de sécurité requises. Ces difficultés ne devraient pas réduire les chances de réussite du projet.

1.2 Évolution du contexte

Les coopératives d'épargne et de crédit évoluent actuellement dans un contexte de forte concurrence. Ce phénomène pourrait être de courte durée puisque toutes ces coopératives risquent de ne pas pouvoir survivre. Le pays a connu ces derniers mois une effervescence de coopératives.

Un avant projet de loi sur les Coopératives d'épargne et de crédit a été déposé publiquement le 7 mars 2002 par le Ministre de la Planification et de la Coopération Externe. Des discussions sont toujours en cours pour s'assurer de la justesse de tous les articles le composant.

Cet avant projet de loi est tout à l'avantage des coopératives que nous appuyons puisqu'elles ont déjà l'habitude de se conformer à des règles démocratiques permettant de sécuriser les fonds des épargnants.

1.3 Commentaires et recommandations

En cours de trimestre, une demande de modification de territoire a été faite auprès de DAI / FINNET et acceptée par ces derniers. Donc, pendant les prochains mois, le projet approchera les caisses de la région de la Petite Rivière de Nippes, une des seules régions

non desservie par DID en Haïti. Une possibilité de deux ou trois caisses populaires pourraient être appuyées par le projet.

1.4 Priorités de travail pour la prochaine période

Le prochain trimestre comportera les priorités suivantes :

- Support aux caisses pour le recrutement de 6 directeurs
- Production de 2 diagnostics
- Implantation du système comptable dans 6 caisses
- Rencontres de suivi dans les caisses ou les sites
- Rencontre de suivi au rapport d'inspection dans 1 caisse
- Inspection sur le crédit dans 1 caisse
- Début du programme de formation par fonction
- Prospection dans la région de Petite Rivière de Nippes.

2.0 Analyse de la performance du partenaire

2.1 Évolution des principaux indicateurs

À ce jour, des données ont pu être compilées pour neuf caisses populaires. Avec les informations fournies, on constate que le groupe de caisses atteint l'autosuffisance opérationnelle. Les caisses de Marigot et de Koples sont celles qui font augmenter la moyenne. Toutes ces caisses réunies atteignent un ratio de capitalisation de 9,1%. On peut donc conclure que le groupe est viable.

Quant à l'efficacité opérationnelle, on constate une amélioration versus le dernier trimestre : plus de prêts par agent de crédit, un crédit moyen plus élevé avec les prêts de groupes et une augmentation du montant de l'épargne moyenne.

Le portefeuille de crédit à risque est très élevé. Lorsque nous intégrons les caisses au projet, nous analysons les prêts et tous ceux qui ne répondent pas aux exigences sont provisionnés. De plus, une provision générale sur le total des prêts non provisionnés est aussi calculée en fonction de la qualité de crédit à la caisse. Pendant le dernier trimestre, les caisses ont réussi à récupérer une partie de ces prêts provisionnés. Un effort important est fait à ce niveau.

Les croissances des membres, de l'épargne et du crédit représentent respectivement 25,2%, 9,8% et 2,7%. Considérant la période représentant trois mois et la priorité mise sur le recouvrement du crédit, ces taux sont satisfaisants.

Le membership de nos caisses a augmenté de 1159 ce trimestre. Actuellement, plus de 5 700 personnes font affaires avec les caisses DID/FINNET. De ce nombre, 36% sont des femmes. Ces dernières occupent 23 % des postes décisionnels à l'intérieur des conseils et bénéficient du crédit dans la même proportion.

Suivis des indicateurs
Réseau des caisses FINNET

au 31 mars 2002

INDICATEURS	31-déc-01	31-mars-02	30-juin-02	30-sept-02
Viabilité financière				
-Rendement ajusté sur actif	5,30%	3,80%		
-Autosuffisance opérationnelle	147,40%	130,00%		
-Autosuffisance financière	119,00%	113,00%		
-Capitalisation	5,60%	9,10%		
Efficacité opérationnelle				
-Nombre d'emprunteurs / agent	106	192		
-Portefeuille / agent (000)	1689	2151		
-% d'épargne en crédit	68%	83%		
-Crédit moyen (000)	12 058	14 038		
-Épargne moyenne	1 270	1 815		
Qualité du portefeuille				
-Portefeuille à risque (000)	1 220	2 819		
+ de 1 jr				
Croissance				
-Croissance des membres (trim.)	73,50%	9,40%		
-Croissance de l'épargne (trim.)	72,10%	9,80%		
-Croissance du crédit (trim.)	43,90%	2,20%		
Déploiement				
-Nbre de caisses avec données	9	9		
-Nombre de membres	4 600	5 759		
-Nombre de membres / caisse	512	640		
-% de femmes membres	36,70%	36,30%		
-% de femmes dirigeantes	26%	23%		
-Volume d'épargne (000)	9 521	10 455		
-Volume de crédit (000)	11 079	11 327		
-% de crédit aux femmes	30%	23%		
-Actif (000)	12 486	13 990		
Autosuffisance opérationnelles = <u>Revenus financiers</u>				
Dépenses opérationnelles				
Autosuffisance financière = <u>Revenus financiers</u>				
Dép. opérationnelles + Coûts fin. + Pertes sur prêts				

Ces indicateurs sont calculés avec les données disponibles à partir d'états non vérifiés.

2.2 Analyse de la performance

La performance du groupe de caisses progresse de façon intéressante. Néanmoins, plusieurs nouvelles caisses en démarrage s'ajouteront dans les prochains mois et leur situation est plus précaire que les caisses actuelles, surtout à cause de leur situation géographique : éloignement, enclavement et autres.

Ces caisses sont beaucoup plus petites, affectant ainsi la progression du groupe. L'emphasis sera encore mise sur la récupération des prêts provisionnés et l'amélioration de la rentabilité. Plusieurs caisses ont un avoir négatif non reflété dans les données du groupe puisque certaines grosses caisses sont très bien capitalisées.

Des efforts soutenus se poursuivront pour augmenter le membership et par le fait même, le portefeuille d'épargne.

3.0 ÉTAT D'AVANCEMENT DU PROJET

3.1 Cadre de présentation des résultats

Les tableaux des pages suivantes représentent les résultats obtenus au cours de ce trimestre. Les principaux points se retrouvent ci-dessous :

Extrant 1100 : Implantation physique du groupe de caisses

Sur les 7 nouvelles caisses à ouvrir cette année, 1 est en activité et 4 ont entamé le processus de démarrage. De plus, des rencontres et réunions ont lieu de façon régulière dans 12 autres sites identifiés.

Extrant 1200 : Démarrage des activités des caisses

Dans le dernier trimestre, une caisse de plus a commencé à octroyer du crédit. Des rencontres régulières avec les intervenants du crédit (directeur et agent de crédit) ont lieu pour vérifier la qualité du travail effectué et pour apporter les correctifs appropriés.

Extrant 2100 : Système d'information de gestion

La mission SIG qui eu lieu le trimestre précédent nous a permis de constater que la base du système actuel est adéquat et d'apporter les modifications nécessaires à son amélioration. Les données des caisses sont intégrées régulièrement et celles-ci nous permettent d'analyser chaque entité ainsi que l'évolution du groupe de caisses. Les données d'une caisse ne sont considérées comme étant fiables qu'après 4 ou 5 mois. Cet intervalle nous permet de découvrir les lacunes, principalement au niveau du portefeuille de prêts.

À ce jour, nous comptons 9 caisses dont les données ont été reçues.

Extrant 2300 : Programme de formation

Peu de séances de formation obligatoires ont eu lieu ce trimestre. Une cédule a été préparée pour former les dirigeants par sphère d'activité. Il sera donc possible de diminuer le nombre de séances puisque plus d'une caisse sera formée à la fois. Quatre programmes sont maintenant disponibles : un pour les conseils d'administration, un pour les conseils de crédit, un pour les conseils de surveillance et un pour les directeurs des caisses. Les séminaires se dérouleront du mois de mai au mois d'octobre 2002. Tous les dirigeants des caisses en lice seront invités à y participer.

Extrant 3100 : Méthodologie de surveillance des caisses FINNET

À ce jour, 9 diagnostics sur un total de 10 prévus ont été effectués. De plus, deux caisses ont été vérifiées par le service d'inspection et de vérification du projet Acoopech. Une inspection spécifique sur crédit a été faite.

Extrant 4100 : Analyse d'impact

Des discussions se sont déroulées avec les représentants de DAI/FINNET, M. Freeman et Mme Tran pour connaître les attentes à ce niveau. Une liste des indicateurs proposés à USAID nous a été remise et si ceux sont acceptés, la compilation pourra débuter. Plusieurs de ces données se retrouvent déjà dans les rapports d'étape.

CADRE DE PRÉSENTATION DES RÉSULTATS

Pays / région :	Haïti		En date du :	31 mars 2002	
Nom du projet :	FINNET		No de projet :	0229	
DONNEES DE DEPART		RESULTATS ESCOMPTES EN FIN DE PROJET	INDICATEUR DE PERFORMANCE POUR L'ANNEE	PROJET A CE JOUR	NOTES
Résultats escomptés – Exrant 1100 : Implantation physique du groupe de caisses					
Aucune caisse DID		19 caisses ou points de service	Contacteur tous les sites et ouvrir ou supporter 7 nouvelles caisses	6 démarrées 1 démarrée 4 en démarrage 12 sites dont le travail est débuté	An 1 An 2 An 2 An 1 et 2
Résultats escomptés – Exrant 1200 : Démarrage des activités des caisses					
Aucune caisse démarrée		19 caisses ou point offrant tous les produits et services	7 nouvelles caisses offriront des produits de crédit	5 offrent du crédit 1 offre le crédit	An 1 An 2
Résultats escomptés – Exrant 2100 : Système d'information de gestion					
Aucune donnée à compiler		SIG en place et gestion dynamique de la base de données	Participation à la révision de la base de données actuelle et intégration des données des caisses au fur et à mesure de leur intégration au projet	Mission faite en nov-dec 2001 Amélioration du SIG actuel Données reçues pour 9 caisses	
Résultats escomptés – Exrant 2200 : Plan d'affaire annuel du groupe de caisses					
Aucun plan		Élaboration de plan d'affaire pour les caisses FINNET	Formation à l'analyse financière pour 5 caisses et préparation d'un budget annuel pour 2 caisses	Non débuté Début prévu au 4 ^{ème} trimestre	À venir
Résultats escomptés – Exrant 2300 : Programme de formation					
Aucun programme de		Les caisses FINNET auront	13 caisses formées	2 séances de formation	Se tiendra

formation pour les caisses	reçu la formation nécessaire au fonctionnement d'une caisse	« Épargne » 7 caisses formées « Crédit » 5 caisses- Analyse financière- 2 caisses- Budget-	pendant le trimestre	de mai à août 2002
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CADRE DE PRÉSENTATION DES RÉSULTATS

Pays / région :	Haïti		En date du :	31 mars 2002	
Nom du projet :	FINNET		No de projet :	0229	
DONNEES DE DEPART		RESULTATS ESCOMPTES EN FIN DE PROJET	INDICATEUR DE PERFORMANCE POUR L'ANNEE	PROJET A CE JOUR	NOTES
<i>Résultats escomptés – Extrant 3100 : Méthodologie de surveillance des caisses FINNET</i>					
Aucune vérification des caisses		Toutes les caisses seront vérifiées annuellement et inspectées de façon ponctuelle.	10 diagnostics 6 vérifications 10 mini-inspections crédit 3 inspections complètes	9 effectués 2 effectuées 1 effectuée Aucune à ce jour	An 2 An 2 An 2
<i>Résultats escomptés – Extrant 4100 : Analyse d'impact</i>					
Aucune méthodologie d'analyse d'impact		Le bailleur de fond devrait connaître l'effet des activités réalisées sur la population Haïtienne.	Mission « Analyse d'impact » Choix de la méthodologie Détermination des indicateurs Compilation des premières données.	Des indicateurs ont été proposés par DAI à USAID. S'ils sont acceptés, la compilation débutera.	An 2

3.2- CHRONOGRAMME D'ACTIVITÉS

Code	Structure des travaux	Début	Fin	Trim. 1	Trim. 2	Trim. 3	Trim. 4	Écart
1000	Impl. physique du gr. de caisses							
1100	Stratégie d'implantation							
1110	Choix des sites							
1120	Diagnostic des caisses existantes							1
1130	Inst. phys. et humaine des caisses							2
1140	Processus d'ouverture des caisses							
1200	Démarrage des activités							
1210	Mobilisation de l'épargne							3
1220	Réalisation de l'entente 2							
1230	L'octroi du crédit							4
2000	Appui au dév. du groupe de caisses							
2100	Systèmes d'information de gestion							
2110	Implant. et mise à jour/ base de données							5
2120	Gest. dynamique / base de données							
2200	Plan d'affaires annuels							
2210	Rédaction plan d'opération annuel							
2300	Programmes de formation							
2310	Formation obligatoire							6
2340	Formation sur la préparation du budget							
3000	Supervision et contrôle							
3100	Méthodologie de surveillance							
3110	Processus d'inspection et de vérification							7
3120	Suivi aux rapports (inspec. Et vérif.)							8
3130	Production de rapports périodiques							9
4000	Impact du projet FINNET							
4100	Analyse de l'impact							
4110	Méthodologie de l'impact							

Notes

- 1 5 diagnostics ont été produits pendant la période.
- 2 Ajout de la Caisse populaire Crepes de Thiotte.
- 3 L'épargne est passée de 9 521 000 G à 10 455 000 G pendant le trimestre.
- 4 Le crédit net est passé de 11 079 000G à 10 754 000 G pendant le trimestre.
- 5 Une mission a permis de statuer sur la base de données à utiliser.
- 6 Formation pour 2 caisses.
- 7 Inspection-crédit pour Marigot en plus des vérifications par les agents terrain lors de diagnostics.
- 8 Suivi au rapport de Marigot et de Koples.
- 9 Tous les rapports requis ont été produits.
- 10 Une proposition des indicateurs a été soumise à USAID.

4.0 Sommaire des activités de gestion

Pendant ce trimestre, les activités de gestion prévues ont été effectuées. Les rapports mensuels et trimestriel ont été produits comme prévu. Sept missions de suivi ont été effectuées par Mme Albert et M. Prinvil sur le terrain.

5.0 ANALYSE DES RISQUES

Les risques suivants peuvent influencer sur les données indiquées dans ce rapport :

La gestion financière :

- Les indicateurs peuvent être corrigés puisque les données des caisses nouvellement intégrées au projet peuvent s'avérer inexactes. Par exemple, des prêts ou des épargnes peuvent ne pas apparaître au début et des fiches être retrouvées après quelques mois. Quand les caisses entrent dans le projet, en général, la documentation est inexistante ou dans un désordre important.
- La rentabilité peut être affectée par les erreurs ou omissions concernant les données inscrites lors de l'intégration des caisses.

La gestion des opérations :

- La qualité du portefeuille de crédit est évalué lors du diagnostic mais des données ultérieures quant aux conditions de prêts (non conformes aux informations préliminaires) peuvent changer l'état des choses.
- La délinquance des prêts est importante lors de l'intégration d'une caisse mais tout est mis en œuvre pour que celles-ci radient rapidement les prêts en retard de plus d'un an.

L'environnement macro/concurrentiel :

- La concurrence très vive des nouvelles caisses oblige nos caisses à trouver des idées et des solutions pour leur permettre d'augmenter leurs épargnes à un coût raisonnable. Elles doivent déterminer leur clientèle cible et ne pas perdre de vue leur mission.

Liste des sites	En activité	Processus en cours	positif	négatif	Commentaires
Sud-Est					
Jacmel 1	x				SUCCES
Jacmel 2				x	Espoir de Jacmel
Marigot	x				CPRCM
Péredo				x	Possibilité de comptoir
Cayes-Jacmel		x			CPAC
Thiotte	x				CREPES
Vallée de Jacmel		x			REPORTÉ
Bainet		o			SOCOB
Belle Anse		x			CODEB
Anse à Pitre			x		
Grand Gosier				x	
Côte de fer				x	
Sud					
Les Cayes 1	x				CAMEC
Les Cayes 2		o			CEC
Fonds des Nègres				x	
Aquin			x		
Port Salut		x			COACAP
Côteaux				x	
Chardonnières	x				CECC
Port à Piment		o			CECAP
Les Anglais		o			CECA
Torbek				x	
St-Jean du Sud				x	
Roche à Bateau				x	
Maniche		o			CPSRM
Chantal		x			Nomination à venir
Arniquet		o			CAPOMA
Tiburon				x	
Nord-Ouest					
Port de Paix 1	x				KOPLES
Port de Paix 2		x			SOCOMECE
St-Louis du Nord	x				COOPECS
Bassin Bleu		x			CAPEB
Chansolme		x			Nomination à venir
Jean Rabel		x			SOCOREDNO
Île La Torue			x		
Bombardopolis				x	
Anse à Foleur				x	À revoir
Môle St-Nicolas/Mare Rouge		o			CAPOMAR
Baie de Henne				x	

o = Nouvelles caisses en démarrage ce trimestre